

PAIUTE INDIAN TRIBE OF UTAH

Comprehensive Economic Development Strategy



PAIUTE INDIAN TRIBE OF UTAH CEDS

Prepared August 2022 for:

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PITU

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TABLE OF CONTENTS

PITU

INTRODUCTION	5
HISTORY AND CULTURE	9
TRIBAL GOVERNMENT AND BAND LANDS	11
CURRENT SOCIAL AND ECONOMIC CONDITIONS	18
GEOLOGY, CLIMATE, AND INFRASTRUCTURE	38
FACTORS THAT AFFECT REGIONAL ECONOMIC PERFORMANCE.....	42
SWOT.....	44
ISSUES, CHALLENGES, OPPORTUNITES, AND STRATEGIES	45
STRATEGIC ACTION PLAN	46
COMMUNITY ECONOMIC RESILIENCY	50
PERFORMANCE MEASURES AND EVALUATION FRAMEWORK	53

INTRODUCTION

PITU

Purpose of the CEDS

The primary purpose of this Comprehensive Economic Development Strategy (CEDS) is to update the 2000 CEDS for the Paiute Indian Tribe of Utah (PITU).

Scope of the CEDS

The CEDS encompasses Tribal lands and considers all human activity within the PITU's service area that generates income for the Tribe including labor, capital, and enterprises. The CEDS evaluates current economic conditions and reflects on the past by considering progress made towards the goals in the 2000 CEDS. The CEDS creates a cohesive framework for decision-making and will contribute to long-term community, land, and energy planning.

Determination of Need

The PITU desires to utilize technical assistance, and other resources available to the Tribe to assist in planning for, initiating, and deploying a broad range of economic planning and implementation projects in the years to come. To that end, we agree that partnership planning opportunities made available to tribes under the U.S. Economic Development Administration (EDA) and through this CEDS document will serve as a valuable tool in addressing the unique needs of the PITU.

Term

Pursuant to 13 C.F.R. § 303.6(b)(3)(ii), the EDA is requesting this CEDS to be updated or revised by 09/30/2025 to uniformly match other regional plan renewal dates.

Authority

The CEDS is a Tribal policy document based on the Tribe's vision for the economy and corresponding resources in the years to come. The CEDS is designed to set the framework for short-term economic management actions by providing a clear direction to Band leaders and staff. The methodology used for the development of this plan is consistent with 13 C.F.R. § 303.7, and the Public Works and Economic Development Act of 1965, as amended (42 U.S.C. § 3121 et seq.).

INTRODUCTION CONTINUED

PITU

Benefits of the CEDS

Aside from meeting certain eligibility requirements for funding under the EDA, the CEDS lays the groundwork for continuing economic development planning processes aimed at growing existing relationships important to the Tribe's economy. The CEDS also serves as the primary mechanism for seeking out and creating new Tribal, regional, and private economic and community partnerships for mutual benefit.

Other benefits of the CEDS include:

- ⇒ Helps to build on the strengths of the region, as well as to identify gaps in resources or expertise that need to be addressed.
- ⇒ Facilitates regional collaboration needed to expand supply chains and grow and support new industry clusters.
- ⇒ Helps to attract federal funds and technical assistance by demonstrating resources are used efficiently and effectively.
- ⇒ Will make the Tribe and surrounding region more resilient and better positioned to plan for, respond to, and recover from natural disasters and economic shocks.
- ⇒ Serves as a call to action for economic development.

CEDS Strategy Committee

The PITU Strategy Committee supported the development, implementation, and revision or replacement of the CEDS for the Shivwits Band.

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INTRODUCTION CONTINUED

PITU

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The above CEDS Strategy Committee Members represent the main economic interests of the Tribe and have the capacity to undertake and implement an effective planning process. Prior to submitting this document to the EDA, the PITU provided the public, appropriate governments, and pertinent interest groups in the region with adequate notice of and opportunity to comment on the CEDS for a period of thirty (30) days.

INTRODUCTION CONTINUED

PITU

Organization

In accordance C.F.R. § 303.7(b), the CEDS includes the following components:

- ⇒ Summary of current social and economic conditions in the planning area.
- ⇒ In-depth analysis of economic and community development strengths, weaknesses, opportunities, and threats (commonly known as a “SWOT” analysis).
- ⇒ Economic development strategy that looks toward a more resilient future and is consistent with applicable local and state strategies.
- ⇒ Performance measures used to evaluate the PITU’s development and implementation of the CEDS.

CEDS Implementation and Review

The CEDS Strategy Committee is responsible for meeting the report and update provisions under 13 C.F.R. § 303.6(b)(3) and for implementing and reviewing the CEDS in accordance with the performance measures outlined in this CEDS.

HISTORY AND CULTURE

Summary Background

Paiute Indian Tribe of Utah Tribal members are descendants of Paiute people who traditionally lived in Central and Southwest Utah, Northern Nevada, Southwestern California, and Northern Arizona. These ancestral lands were home to thousands of Paiute people.

Like other tribes, the Paiutes were subject to ungratified treaties, forceful removal and consolidation, unfilled promises, and mistreatment. In 1954, the United States Congress, without the agreement or authority of the Tribe, passed the Termination Act thereby discontinuing federal recognition and services to the Tribe and ultimately resulting in the almost complete dispossession of the reservation lands.

Although the Paiutes did not meet the criteria for termination, as outlined by Congress, it was believed that tribes should be assimilated, and that the Utah Tribes were to be the example for the termination policy.

According to the Paiute Indian Tribe of Utah 2011 Long Range Transportation Plan, the Termination Act was devastating to the Tribe. During the Termination Era, for every birth, there were three (3) deaths. The Paiute Bands saw a decline in life and the average life expectancy was forty-two (42) years of age. Nearly one-half of the Paiute membership died due to ill health, poor housing conditions, and nutritional deficiencies. Inadequate healthcare, housing, education, and no economic growth left the Paiutes in bleak living situations with poverty and social disruption. Many of the children had been taken and placed in foster care, placed in the Indian Placement Program run by the Church of Jesus Christ of Latter-Day Saints, or adopted out.

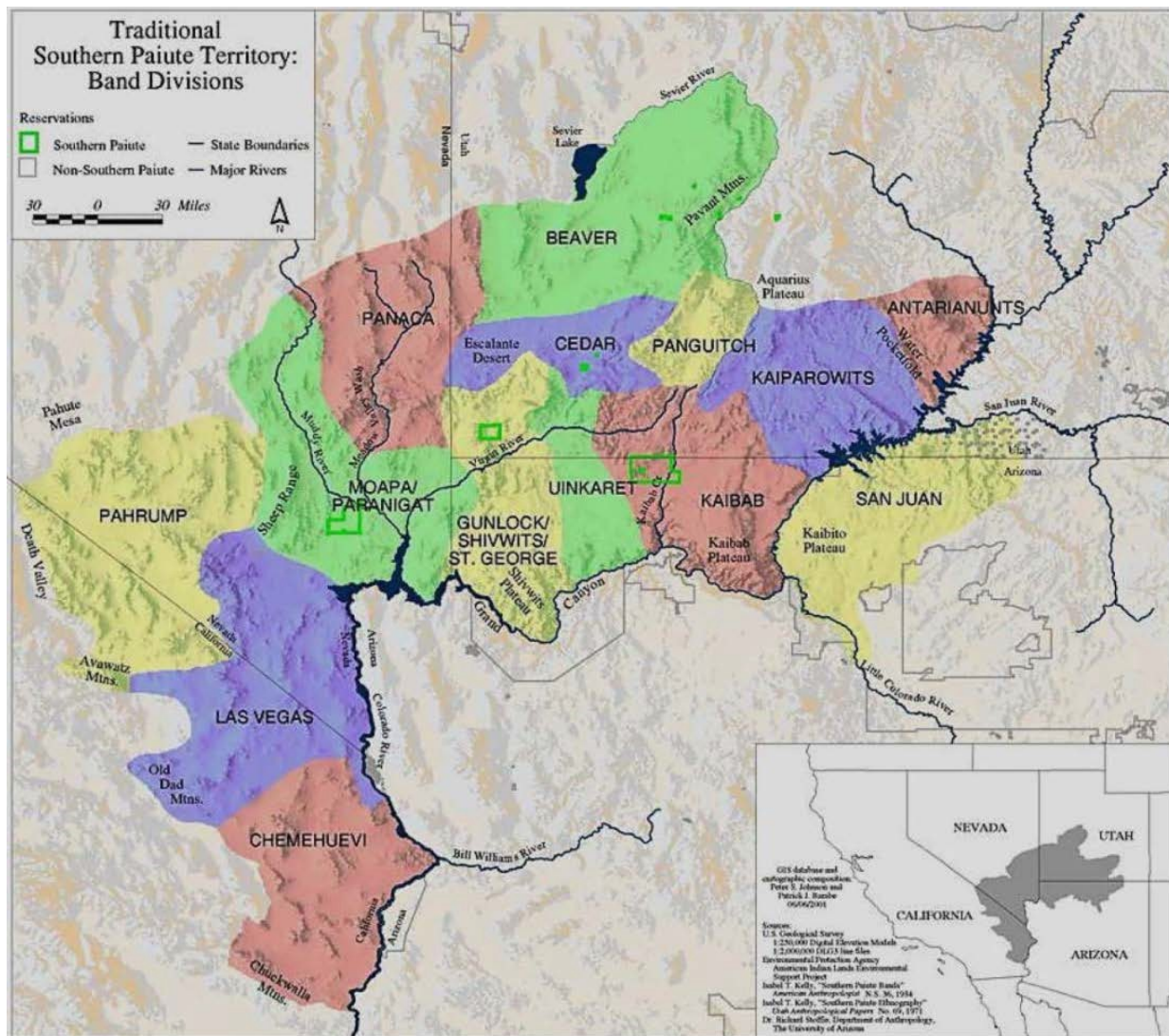
The five (5) Paiute Bands established the Utah Paiute Tribal Corporation in 1972 with the goal of uniting the Bands in the fight to restore its federal recognition. In doing so, the Corporation began performing governmental functions and operating as a governmentally organized Tribe, as reflected in the Tribe's modern day governance structure.

On April 3, 1980, Congress restored the Paiute Indian Tribe of Utah's federal recognition pursuant to the Paiute Restoration Act, P.L. 96-227, which restored the federal trust relationship to the Paiute Indian Tribe of Utah. The PITU Restoration Act established the Paiute Indian Tribe of Utah as a federally recognized Tribe, comprised of five constituent Bands (Cedar, Indian Peaks, Kanosh, Koosharem, and Shivwits).

HISTORY AND CULTURE

Summary Background

The Paiute Restoration Act (P.L. 96-227) acknowledged that the Indian Peaks, Kanosh, and Koosharem Bands lost their ancestral Reservation lands and that Cedar Band never had reservation lands. The law provided language for the Tribe to choose lands to establish a Reservation for the Tribe, through the creation of a Reservation Land Use Plan. The plan included the acquisition of 15,000 acres of land. On February 17, 1984, Congress passed “An Act to declare certain lands to be held in trust for the benefit of the Paiute Indian Tribe of Utah, and for other purposes” (P.L. 98-219, 98 STAT. 11).



Traditional Southern Paiute Territory, Source Paiute Indian Tribe of Utah and 2011 PITU Long Range Transportation Plan Report.

TRIBAL GOVERNMENT AND BAND LANDS

Summary Background

Paiute Indian Tribe of Utah



The PITU is a federally recognized Tribe that is comprised of five (5) constituent Bands: Cedar, Indian Peaks, Kanosh, Koosharem and Shivwits. The PITU is organized under the 1980 Restoration Act, the Indian Reorganization Act of 1934, and the PITU's Tribal Constitution.

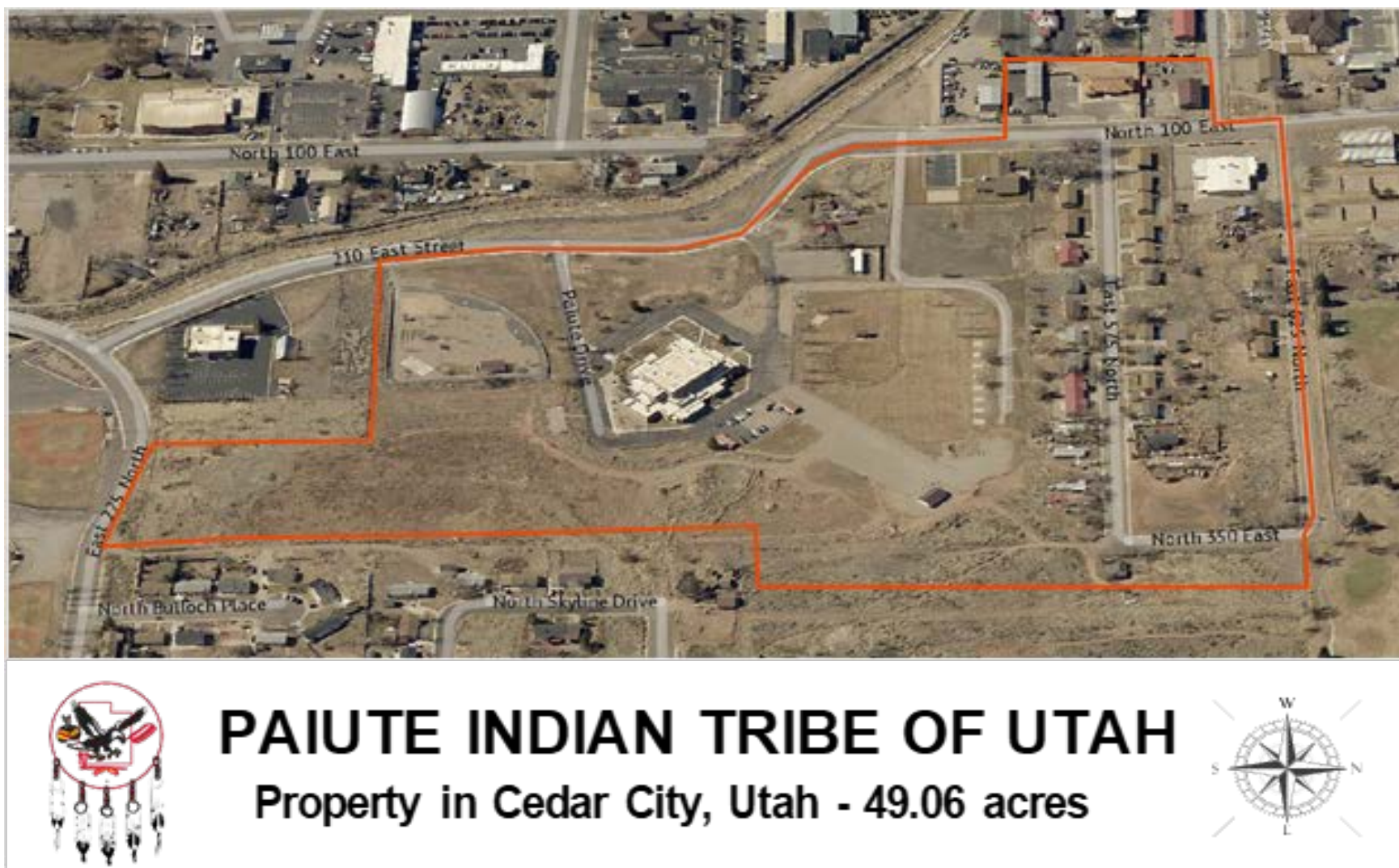
The PITU Tribal Constitution sets forth the PITU's government structure. The PITU Tribal Council comprises six (6) members - the Chairperson of each of the five (5) Band Councils and a Tribal Chairperson - selected through an election process. Band Representatives are elected by a popular vote of their respective Bands, and the PITU Chairperson is elected by a vote of Tribal members 18 years and older.

Under the PITU Tribal Constitution, the Tribal Council serves as the official governing body of the Tribe. It is vested with the executive and legislative powers of the Tribe, including the power to make and implement laws. The PITU Council is responsible for representing the Tribe in all matters that concern the welfare of the PITU, including Tribal sovereignty. The PITU Council is also responsible for administering Tribal programs and services, and supporting the five (5) constituent Bands located throughout the five-county service area. Tribal programs include health, social services, housing, education, economic development, and alcohol and drug treatment.

The PITU Tribal headquarters is located in Southeastern Iron County approximately 280 miles South of Salt Lake City on Interstate Highway 15, in Cedar City. The PITU Tribal administration complex and residential area occupy a 36-acre parcel in Cedar City, which is owned collectively by PITU. According to the Long-Range Transportation Plan, the land supports thirty-one (31) houses, a Tribal administration building, a ceremonial building, and a church. In addition to these uses, Tribal lands support recreational uses. The geographic location of Tribal Headquarters in relation to the five (5) bands is approximately eighty-four (84) miles from Shivwits, five (5) miles from Indian Peaks and Cedar Band, 115 miles from Koosharem, and 105 miles from Kanosh. All are paved roads with good access.

TRIBAL GOVERNMENT AND BAND LANDS

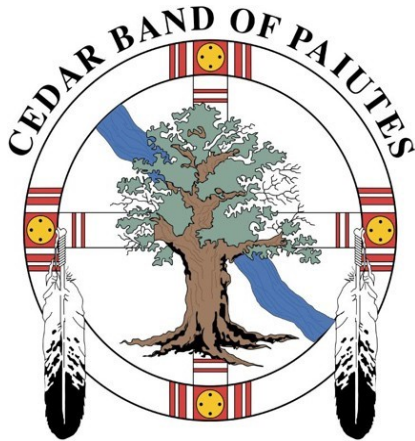
Summary Background



TRIBAL GOVERNMENT AND BAND LANDS

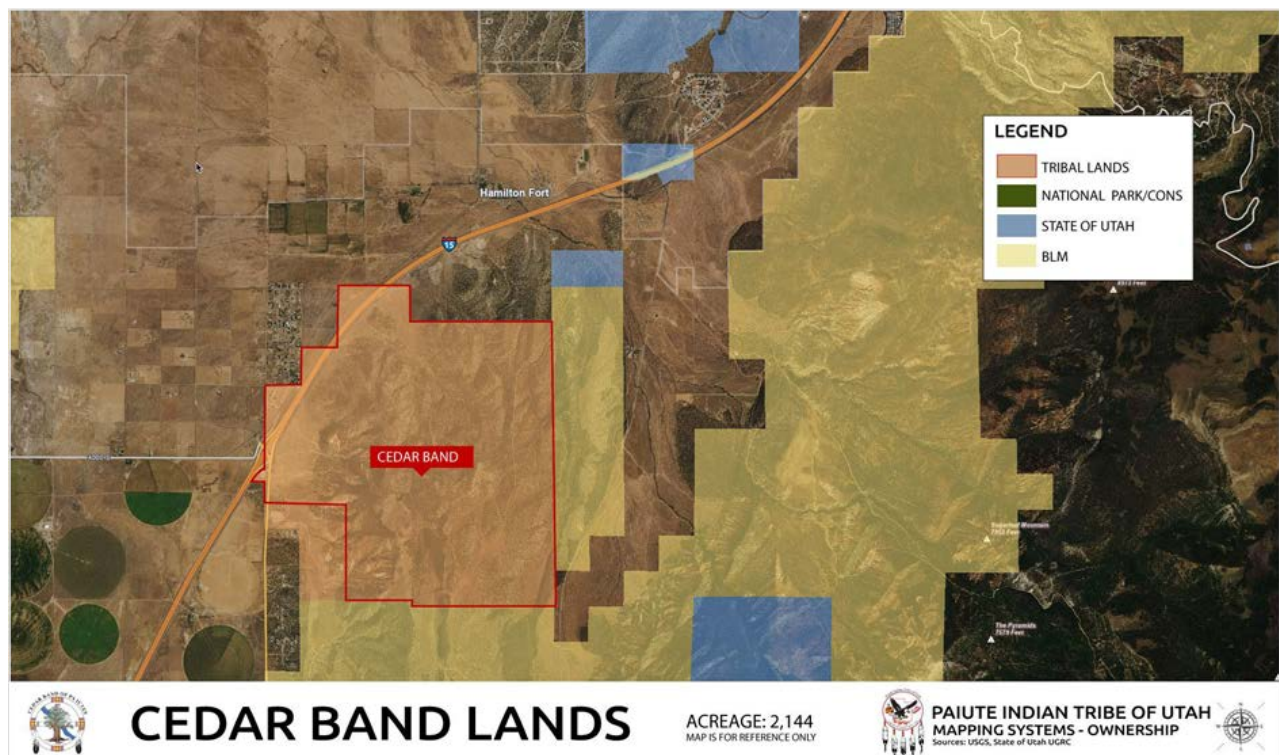
Summary Background

Cedar Band; (Suh'dutsing) Cedar People



The Cedar Band Reservation encompass a total of 2,144 acres. It is located in Southeastern Iron County approximately 280 miles South of Salt Lake City on Interstate Highway 15, and adjacent to Cedar City. Cedar City is the closest major trade center for the community. Travel time from the Cedar Band to the PITU's Tribal headquarters in Cedar City is ten (10) miles roundtrip. The principal highway providing access to the Cedar Paiute Band Land is Interstate 15, which traverses northeast and southwest. According to the PITU Long-Range Transportation Plan, access to the Reservation includes 1.5 miles of I-15, .32 miles of Old U.S .91, and three (3) unnamed roads.

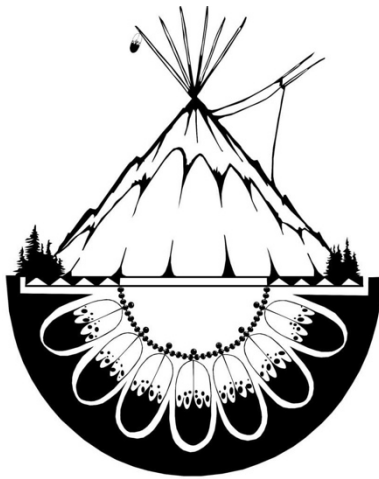
The Band has a completed land use plan accessible at the Band or Tribal headquarters (refer to Cedar Band Reservation Land Use Plan 1999).



TRIBAL GOVERNMENT AND BAND LANDS

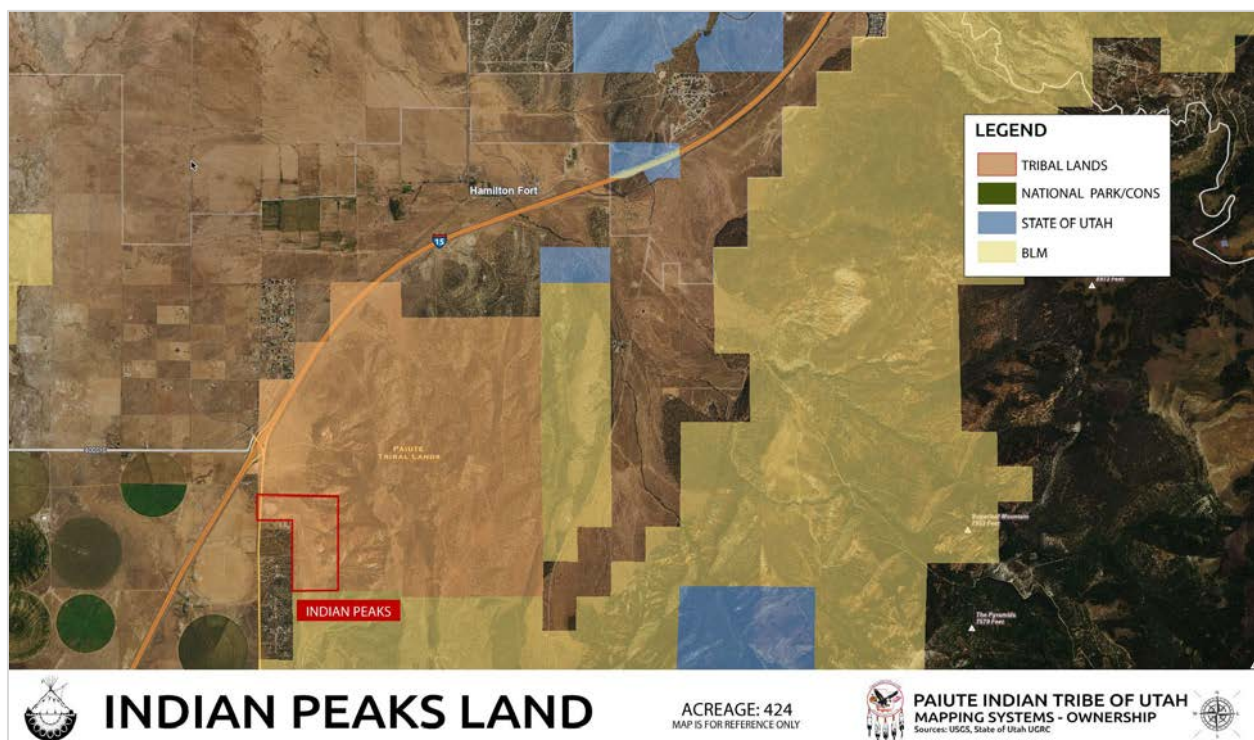
Summary Background

Indian Peaks Band; (Kwee'choovunt) Peak People – Soul, Spirt, or Heart



The Indian Peaks Band Reservation encompass a total of 424 acres. It is located in Southeastern Iron County approximately 280 miles South of Salt Lake City on Interstate Highway 15, and adjacent to Cedar City. Cedar City is the closest major trade center for the community. Travel time from the Indian Peaks Band to the PITU's Tribal headquarters in Cedar City is ten (10) miles roundtrip. The principal highway providing access to the Cedar Paiute Band Land is Interstate 15, which traverses northeast and southwest. According to the PITU Long-Range Transportation Plan, access to the Reservation includes .25 miles of Old U.S. 91 and .10 miles of a two-lane paved road.⁴

The Band has a completed land use plan accessible at the Band or Tribal headquarters (refer to Indian Peaks Band Reservation Land Use Plan 1999).



TRIBAL GOVERNMENT AND BAND LANDS

Summary Background

Kanosh Band; (kawnaw'os, willow jug)

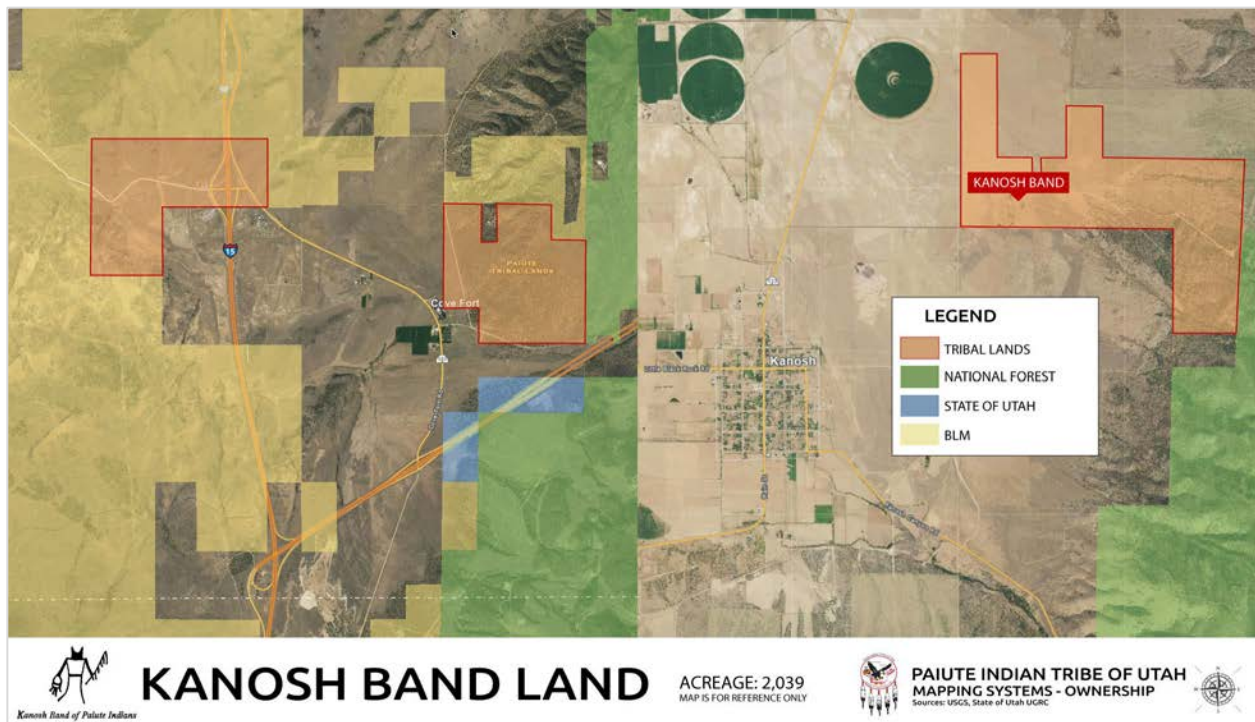


Kanosh Band of Paiute Indians

“Kanosh Logo meaning; a medicine man that sings songs to make it rain. This drawing was possibly made by Earl Pikyavit.” <https://pitu.gov/bands/>.

The Kanosh Band Reservation encompasses a total of 2,039 acres and consists of Kanosh Village, Cove Fort West, and Cove Fort East. It is located in the west-central portion of Utah, in Southeastern Millard County approximately 153 miles south of Salt Lake City on Interstate Highway 15. Band headquarters are located on approximately 632 acres of developed land one (1) mile east of the town of Kanosh. Band members residing on the Reservation live at this location. An additional 563 acres is approximately twenty-four (24) miles south on Interstate Highway 15. This parcel is

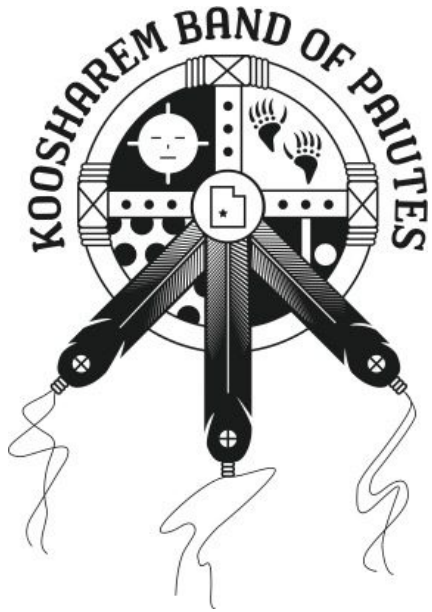
undeveloped but has good development potential. Travel distance from the Kanosh Band to the PITU's Tribal headquarters in Cedar City is 210 miles roundtrip. The Band has a completed land use plan accessible at the Band or Tribal headquarters (refer to Kanosh Band Reservation Land Use Plan 1999).



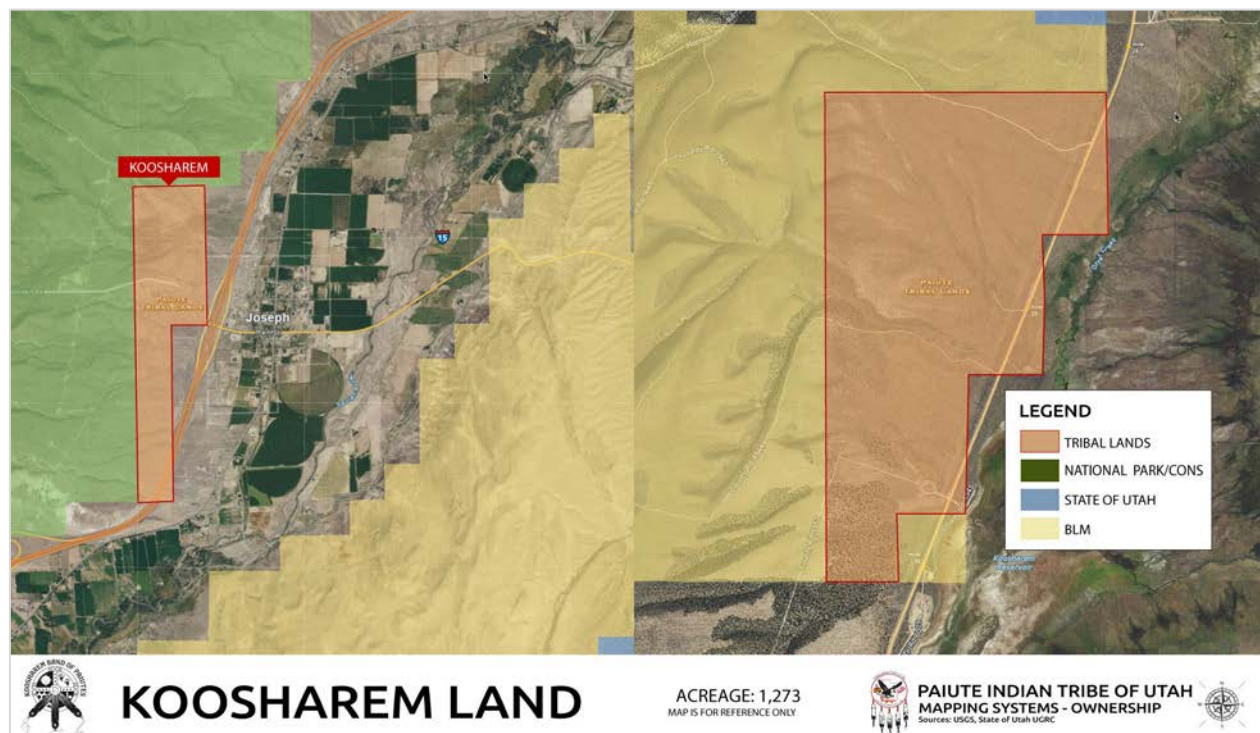
TRIBAL GOVERNMENT AND BAND LANDS

Summary Background

Koosharem; (Paw goosawd'uhmpuhtseng) Water Clover People



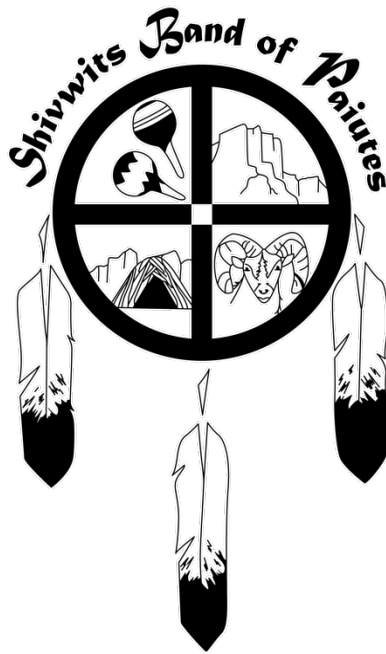
The Koosharem Band Reservation is located in Sevier County approximately 180 miles South of Salt Lake City. The Band lands encompass a total of 1,273 acres and consist of three (3) land parcels: Joseph, Richfield, and Koosharem Reservoir. Joseph and Richfield are the only parcels with residents. Travel time from the Koosharem Band to the PITU's Tribal headquarters in Cedar City is 230 miles roundtrip. The Band has a completed land use plan accessible at the Band or Tribal headquarters (refer to Koosharem Band Reservation Land Use Plan 1999).



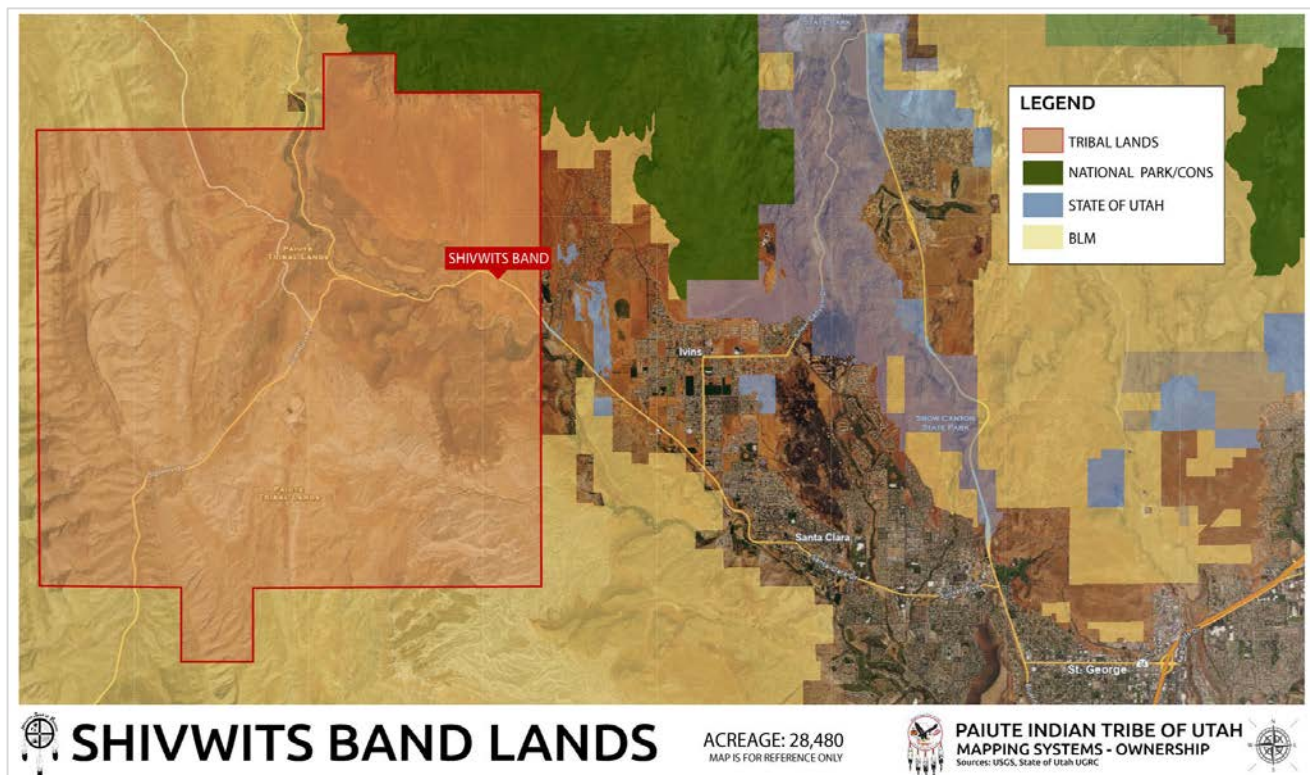
TRIBAL GOVERNMENT AND BAND LANDS

Summary Background

Shivwits Band



The Shivwits Band Reservation encompass a total of 28,480 acres - the largest land mass of any single band. Band headquarters are located on approximately 2,295 acres of both developed and undeveloped land designated for residential development. The majority of Band members residing on the Reservation live at this location. Travel time from the Shivwits Band to the PITU's Tribal headquarters in Cedar City is 168 miles round trip. The Band has a completed land use plan accessible at the Band or Tribal headquarters (refer to Shivwits Band Reservation Land Use Plan 1999).



CURRENT SOCIAL AND ECONOMIC CONDITIONS

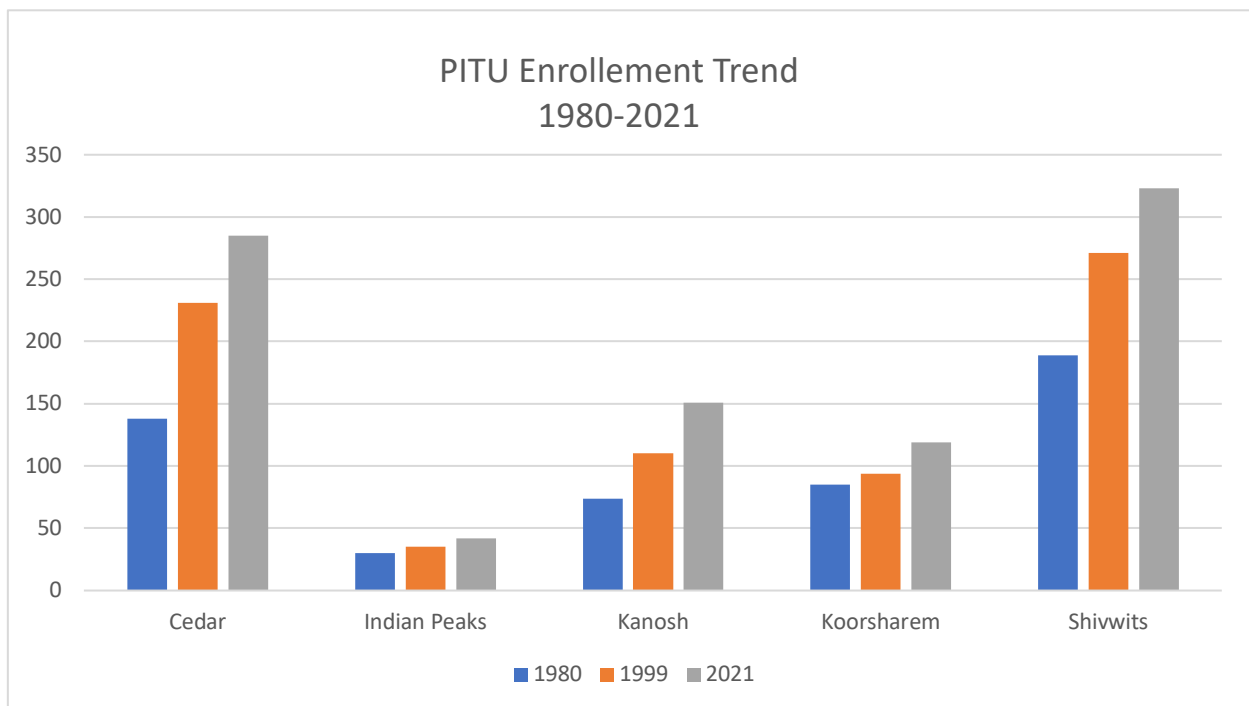
Summary Background

Population Characteristics

Tribal Enrollment

Although the number of enrolled members and population growth varies for each Band, the PITU's enrolled population has expanded in recent years.

PAIUTE INDIAN TRIBE OF UTAH ENROLLMENT			
Band	1980	1999	2021
Cedar	138	231	285
Indian Peaks	30	35	42
Kanosh	74	110	151
Koosharem	85	94	119
Shivwits	189	271	323
PITU Tribal Membership	516	741	920

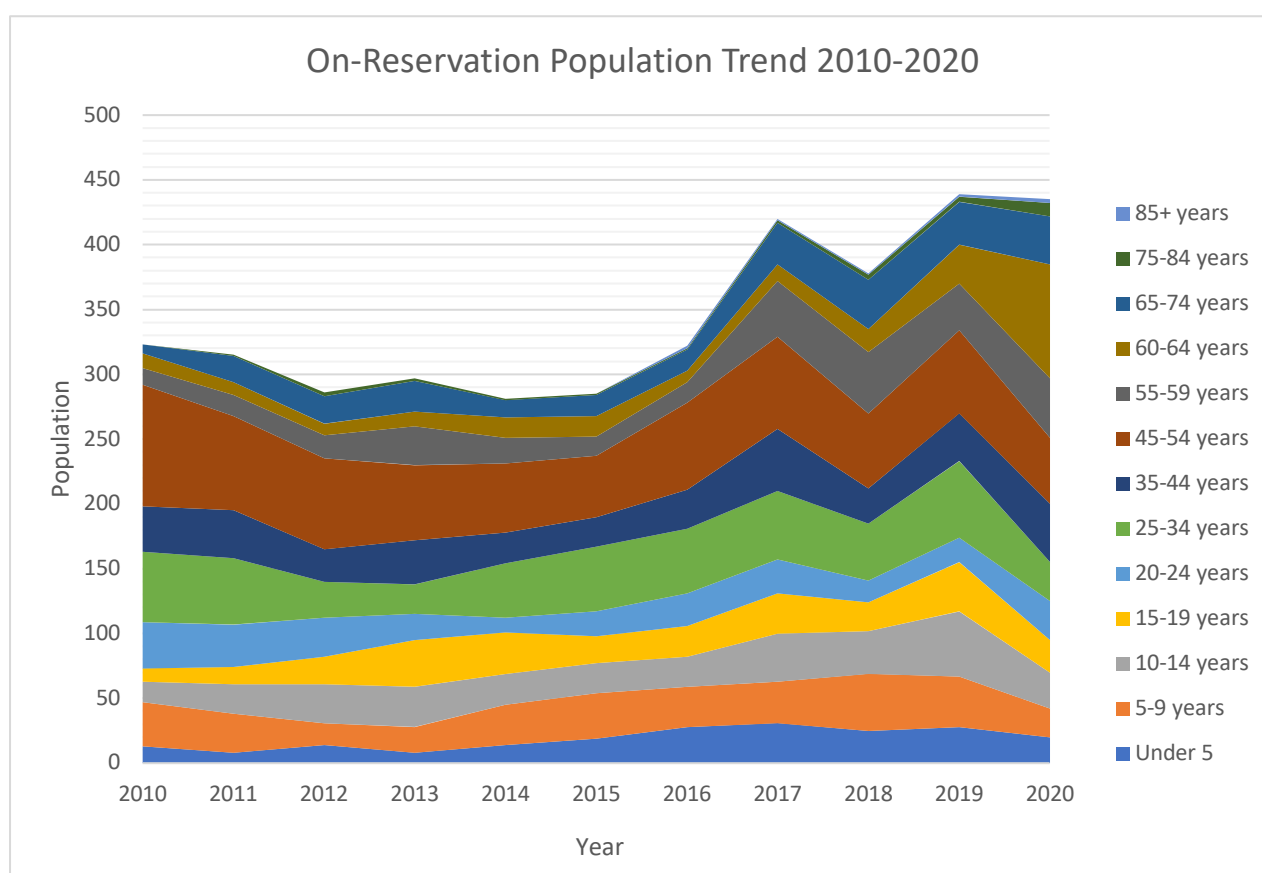


CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

Population Trend

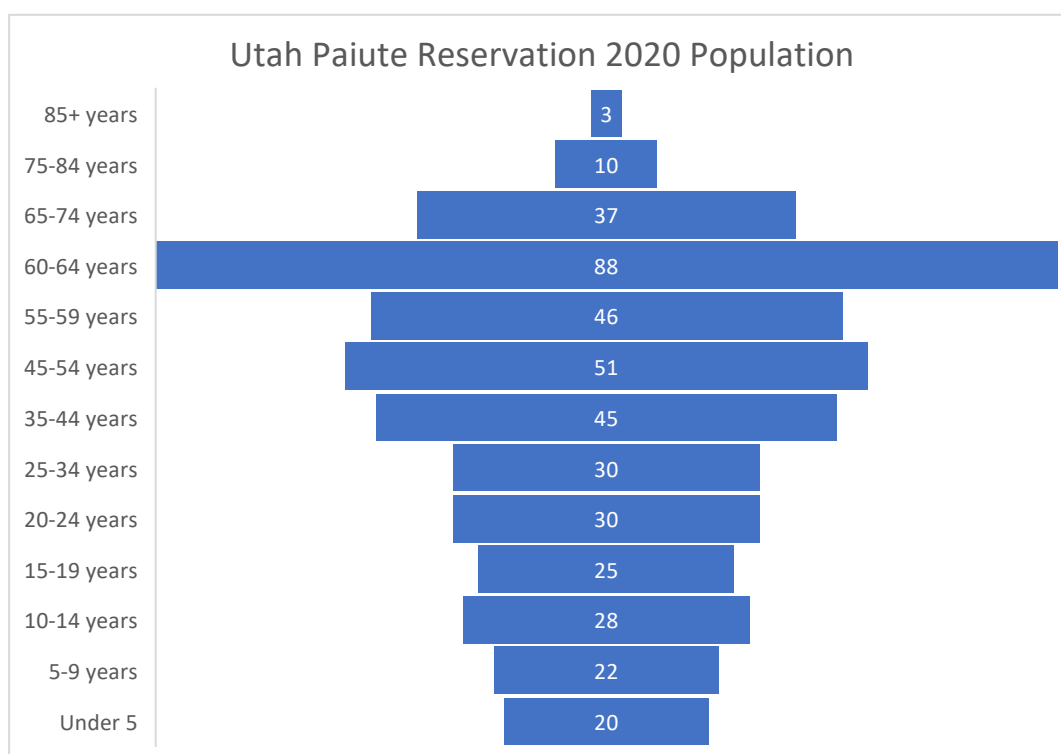
According to 2020 American Community Survey 5-Year Estimates for the Tribe's Reservation, the on-Reservation population is 435. Except for 2012 through 2015, the on-Reservation population has increased since 2010. The population increase is consistent with the Tribe's membership enrollment.



CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

With a median age of fifty (50), nearly forty-three (43%) percent of the Tribe's population is between the ages of forty-five (45) and sixty-four (64). (See Table S0101 American Community Survey, 2020). This creates a noticeable population bulge in the 60-64 cohort. The population graphic takes on an upside-down pyramid shape because of the Tribe's aging population.



SERVICE AREA POPULATION TREND

The most recent decennial census data shows the median age of individuals living on-Reservation is significantly higher than those living in the Tribe's Off-Reservation service area.

MEDIAN AGE				
2016-2020 American Community Survey -Year Estimates				
IRON	MILLARD	SEVIER	WASHINGTON	PITU
29	35	36	39	60

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

SERVICE AREA POPULATION TREND CONTINUED

The population in the Tribe's service area ranges from 12,975 individuals living in Millard County, to 189,229 in Washington County.

POPULATION				
2016-2020 American Community Survey -Year Estimates				
IRON	MILLARD	SEVIER	WASHINGTON	PITU
57,289	12,975	21,522	180,279	435

Households

In 2020, there were 143 households located on the Reservation. Married-couple families made up twenty-nine (29%) percent of the households on the Reservation, while cohabitating couple households made up nearly four (4%) percent of households. Female householders with no spouse or partner occupied forty-one (41%) percent of all households, while almost twenty-seven (27%) percent of households were male householders with no spouse or partner present. Fourteen (14%) percent of the people living alone were male, and nearly twelve (12%) percent were female. (See Table S1101 American Community Survey, 2020).

SERVICE AREA HOUSEHOLDS

Census data for the Tribe's service area shows Washington County has 74,530 housing units, Iron County has 21,752 housing units, and Sevier County has 8,517 total housing units. (See Table H1 2020 Decennial Census for Washington, Iron, and Sevier County). Compared to the other counties in the Tribe's service area, Millard County has the fewest number of housing units – 5,103. (See Table H1 2020 Decennial Census for Millard County).

Grandparents

Fifty-seven (57) grandparents living on the Tribe's Reservation reported living with their grandchildren under eighteen (18) years old in 2020. Of those grandparents, nearly sixty-seven (67%) percent were responsible for the basic needs of their grandchildren. (See Table S1002 American Community Survey, 2020).

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

School Enrollment

Fifty-seven (57) grandparents living on the Tribe's Reservation reported living with their grandchildren under eighteen (18) years old in 2020. Of those grandparents, nearly sixty-seven (67%) percent were responsible for the basic needs of their grandchildren. (See Table S1002 American Community Survey, 2020).

Employment Status & Occupation

Of the individuals sixteen (16) and over living on the Reservation, forty-four (44%) percent were employed in 2020. Consequently, the 2020 unemployment rate for the Tribe's Reservation was 6.6%. At thirty-five (35%) percent, the fifty-five (55) to fifty-nine (59) year-old cohort has the most considerable unemployment rate among those aged sixteen (16) years and older on the Reservation. (See Table S2301 American Community Survey, 2020).

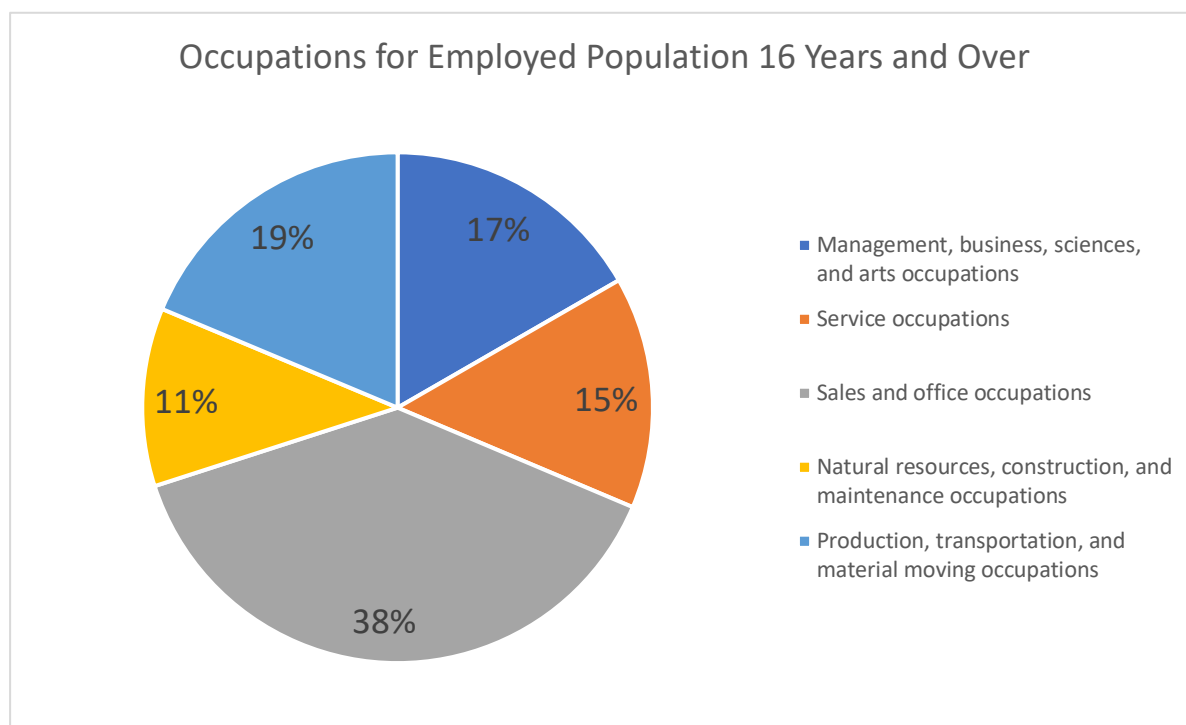
An estimated eighty-seven (87%) percent of the employed population living on the Reservation were private wage and salary workers; nearly thirteen (13%) percent identified as federal, state, or local government workers. Zero (0%) percent of individuals living on the Reservation were self-employed workers in their own not incorporated businesses (See Table S2408 American Community Survey, 2020).

According to 2020 survey data, seventeen (17%) percent of those living on the Tribe's Reservation worked in management, business, sciences, and arts. Almost fifteen (15%) percent worked in service occupations, and nearly thirty-nine (39%) percent worked in sales and office occupations. Eleven (11%) percent of workers worked in natural resources, construction, and maintenance occupations. And nearly nineteen (19%) percent worked in production, transportation, and material moving fields. (See Table S1401 American Community Survey, 2020).



CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background



Concerning married-couple households on the Reservation who participate in the labor force, 2020 census data shows both the husband and wife working in nearly twenty-nine (29%) percent of married-couple households and the husband alone working in two (2%) percent of married-couple households. The wife alone participated in the labor force in nearly twelve (12%) percent of married couple households on the Reservation. Neither the husband nor the wife were in the labor force in fifty-seven (57%) percent of married-couple households. (See Table S2302 American Community Survey, 2020).

CEDS SURVEY

With respect to employment opportunities on the Reservation, CEDS survey respondents showed overwhelming support when asked to consider whether the Tribe should initiate activities needed to diversify employment opportunities on the Reservation. For instance, ninety-three (93%) percent of 2022 CEDS Community Survey respondents “agreed” or “strongly agreed” the Tribe should support environmental and natural resource-related occupations.

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

Likewise, eighty (80%) percent of survey respondents are in favor of supporting manufacturing occupations; eighty-seven (87%) percent support trade, transportation, energy distribution, and communication facility-related occupations; and eighty-six (86%) percent of respondents feel the Tribe should support knowledge-based professions. When asked whether the Tribe should support service-related fields, such as those in customer service, restaurants, and hospitality industries, eighty-three (83%) percent of respondents strongly agreed, and six (6%) percent strongly disagreed.

SERVICE AREA EMPLOYMENT STATUS & OCCUPATION

The Tribe's Reservation is unique from the counties in its service area in that the leading occupations on the Reservation are sales and service occupations while the leading industry for the counties in the Tribe's service area is management, business, sciences, and arts occupations.

OFF-RESERVATION SERVICE AREA					
OCCUPATIONS FOR THE CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER					
2016-2020 American Community Survey -Year Estimates					
OCCUPATION	IRON	MILLARD	SEVIER	WASHINGTON	PITU
Management, business, sciences, and arts occupations	29.50%	29.50%	32.10%	34.60%	17%
Service occupations	21.20%	16.20%	17.10%	18.30%	15%
Sales and office occupations	23.50%	18.50%	21.20%	26%	38%
Natural resources, construction, and maintenance occupations	13.60%	18%	15.10%	9%	11%
Production, transportation, and material moving occupations	12.10%	17.90%	14.50%	12.10%	19%

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

Housing Characteristics

According to the 2020 Census dataset, there are 163 housing units on the Reservation. Of those units, 143 were identified as occupied. Sixty-nine (69%) percent of the residential structures are single-family structures. Twenty (20%) percent are classified as mobile homes, and nine (9%) percent are classified as multi-family units. The median value of owner-occupied residential units on the Reservation is \$88,300. In addition, the median monthly rent for a residential unit within this area is \$406. (See Table DP04 American Community Survey, 2020).

CEDS SURVEY

During stakeholder meetings held with the Tribe, participants expressed concerns about the lack of affordable and quality housing options on and around the Reservation. The lack of housing impacts the Tribe's ability to accommodate its housing needs. Likewise, the 2022 CEDS Community Survey shows that ninety-three (93%) percent of respondents either “strongly agree” or “agree” the Tribe should initiate, promote, and support activities needed to improve access to quality and affordable housing. Stakeholders expressed a broad range of factors contributing to the lack of housing stock, including limited land base, compromised soil quality, and financing opportunities.

The Utah Paiute Tribal Housing Authority provides qualified families of the PITU, and other eligible Native American Families in the service area, with opportunities to obtain safe, acceptable, and affordable housing through the Native American Housing and Self-Determination Act (NAHASDA) and other programs. A Board of Commissioners and the Housing Authority Director oversee the Utah Paiute Tribal Housing Authority.

The Board consists of representatives from each Paiute Band in the Housing Authority's service area. Please see the [Utah Paiute Tribal Housing Authority's website](#) for more information.



CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

SERVICE AREA POPULATION HOUSING CHARACTERISTICS

According to American Community Survey 5-year estimates (2016-2020) census data, Iron County and the Tribe's Reservation have fewer single-family housing units than Millard, Sevier, and Washington Counties. Twenty-four (24%) percent of the housing units in Iron County are classified as apartments, and twenty (20%) percent of housing units on the Reservation are classified as mobile home units.

OFF-RESERVATION SERVICE AREA HOUSING INVENTORY CHARACTERISTICS 2016-2020 American Community Survey -Year Estimates					
HOUSING TYPE	IRON	MILLARD	SEVIER	WASHINGTON	PITU
Single-family houses	70.50%	88.30%	84.3%	81.5%	69.90%
Apartments	24.20%	8.10%	7%	10.60%	9.20%
Mobile homes	5.30%	3.50%	8.70%	4.70%	20.20%
Other	0.10%	0%	0%	0.10%	0.60%

The following table shows the median home values and median monthly rent for homes in the Tribe's service area.

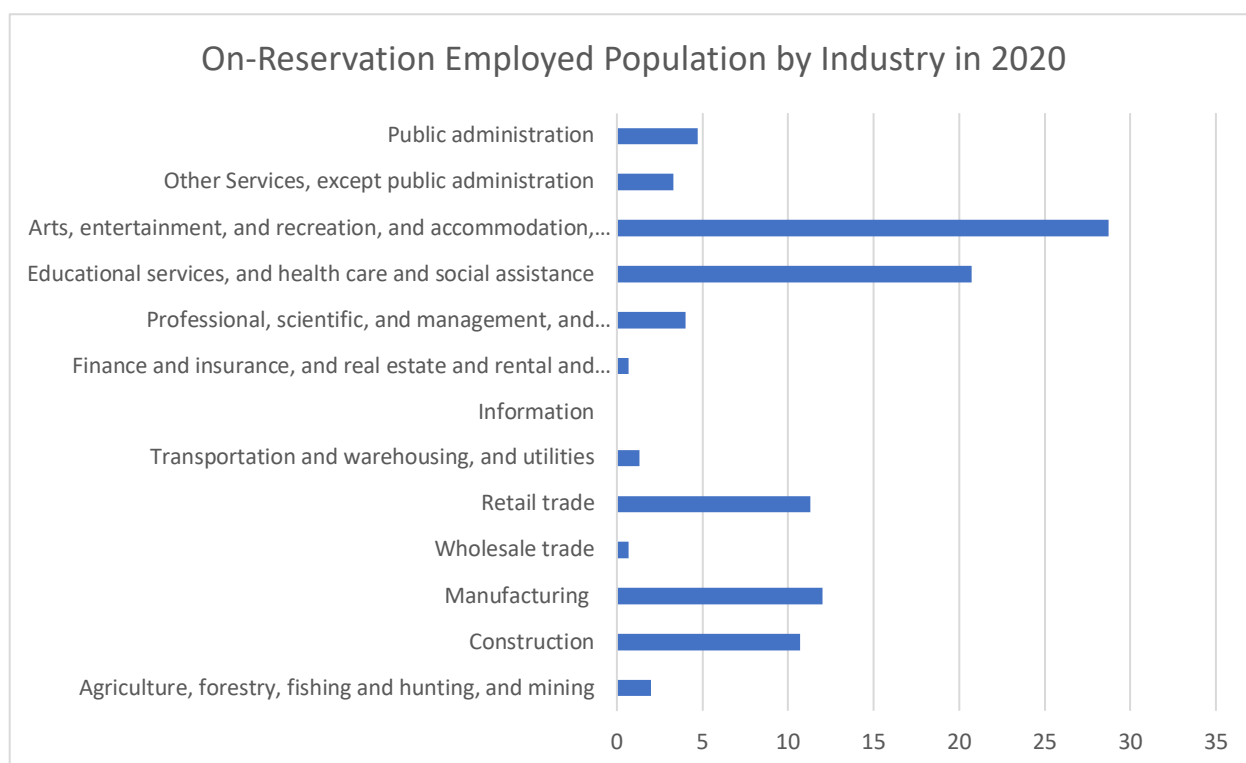
OFF-RESERVATION SERVICE AREA HOUSING FINANCIAL CHARACTERISTICS 2016-2020 American Community Survey -Year Estimates					
	IRON	MILLARD	SEVIER	WASHINGTON	PITU
Median home value	\$232,300	\$166,900	\$173,600	\$306,900	\$88,300
Median monthly rent	\$816	\$754	\$691	\$1,099	\$406

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

Industry

In 2020, the civilian employed population sixteen (16) years and older living on the Reservation worked in the following industries:



The arts, entertainment, recreation, and accommodation industry and educational services, healthcare, and social assistance industry support the majority of jobs held by individuals living on the Reservation.

ON-RESERVATION EMPLOYED POPULATION BY INDUSTRY 2016-2020 American Community Survey 5 -Year Estimates	
INDUSTRY	PERCENT
Educational services, and health care and social assistance	20.7
Arts, entertainment, recreation, accommodation, and food services	28.7

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

CEDS SURVEY

Comments collected during takeholder meetings show a strong desire to grow the economy by supporting a diverse range of industries. Similarly, the 2022 CEDS Community Survey shows that respondents favor supporting economic development in the coming years. For instance, when asked how important it is for the Tribe to support economic development activities over the next five (5) years, sixty (60%) percent “strongly agreed.”



CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

SERVICE AREA INDUSTRY

The education, healthcare, and social assistance industry employs roughly the same percentage of employees across the Tribe's service area. Other industries such as professional, scientific, management, administrative and waste management services and arts, entertainment, recreation, accommodation, and food services vary from county to county.

OFF-RESERVATION SERVICE AREA PERCENT BY INDUSTRY 2016-2020 American Community Survey -Year Estimates					
INDUSTRY	IRON	MILLARD	SEVIER	WASHINGTON	PITU
Agriculture, forestry, fishing, hunting, and mining	2.60%	12%	7.40%	1.20%	2%
Construction	10.20%	6.40%	8.60%	9.90%	10.70%
Manufacturing	7.90%	8.70%	6.50%	6.30%	12%
Wholesale trade	2%	0.70%	2.60%	2%	0.70%
Retail trade	12.20%	11.40%	13.90%	14%	11.30%
Transportation, warehousing, and utilities	4.50%	13.30%	7%	5.60%	1.30%
Information	1.10%	0.60%	1.10%	1.60%	0%
Finance, insurance, real estate, and rental and leasing	4%	1%	2.60%	5.60%	0.70%
Professional, scientific, management, administrative, and waste management services	9%	5.50%	4.90%	10.20%	4%
Educational services, health care, and social assistance	24%	20.60%	21.70%	24%	20.70%
Arts, entertainment, recreation, accommodation, and food services	12.20%	9.90%	10.30%	11.70%	28.70%
Other services, except public administration	4.40%	4.50%	3.70%	4.20%	3.30%
Public administration	5.90%	5.30%	9.80%	3.60%	4.70%

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

Income

The median income of households on the Reservation was \$39,297 in 2020. Eighteen (18%) percent of households had income below \$10,000 a year, and two (2%) percent had income over \$200,000 yearly. Median earnings for full-time, year-round workers were \$35,000 a year. (See Table S1901 American Community Survey, 2020).

ON-RESERVATION HOUSEHOLD INCOME	
2016-2020 American Community Survey 5- Year Estimates	
EARNINGS	PERCENT
Less than \$10,000	18.2
\$10,000 to \$14,999	4.9
\$15,000 to \$24,999	7.0
\$25,000 to \$34,999	9.1
\$35,000 to \$49,000	19.6
\$50,000 to \$74,999	23.8
\$75,000 to \$99,000	9.1
\$100,000 to \$149,000	6.3
\$150,000 to \$199,000	0.0
\$200,000 or more	2.1

According to the 2016-2020 Census information, nearly seventy-five (75%) percent of the Tribe's on-Reservation households received earnings between 2016 and 2020. About forty-three (43%) percent of households received Social Security, and thirteen (13%) percent of households received retirement income other than Social Security. The average income for Social Security was \$ 8,349 a year.

THE PROPORTION OF HOUSEHOLDS ON THE RESERVATION WITH VARIOUS INCOME SOURCES	
2016-2020 American Community Survey 5-Year Estimates	
EARNINGS DISTRIBUTION	PERCENT
Wage and salary earnings	74.8
Social Security	42.7
Retirement income	13.3
Supplemental Security Income (SSI)	24.5
Cash public assistance income	2.8

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

CEDS SURVEY

When asked to consider existing economic, social, and environmental factors that *hinder* economic development on the Tribe's Reservation, such as competitive pay, fifty-three (53%) percent of the 2022 CEDS Community Survey respondents "strongly agreed" such factors impact the Tribe's economy. Similarly, eighty-seven (87%) percent of survey respondents "strongly agreed" or "agreed" that the Tribe should initiate, promote, and support activities needed to improve access to competitive pay for workers living on the Reservation.

Poverty

Concerning families and individuals living in poverty on the Reservation, census data shows that twenty-seven (27%) percent of people living on the Tribe's Reservation were in poverty between 2016 and 2020. During that same period, twenty-five (25%) percent of all families with related children of the householder under eighteen (18) years old were in poverty. Meaning, of the twenty-seven (27%) percent of people living in poverty on the Reservation, twenty-five (25%) percent were living in households where the head of the household was responsible for one (1) or more children under the age of eighteen (18) living in the home. Unfortunately, a little more than forty-nine (49%) percent of children under eighteen (18) living on the Reservation were below the poverty level. (See Table S1702 American Community Survey, 2020).

ON- RESERVATION POVERTY RATES	
2016-2020 American Community Survey 5-Year Estimates	
COHORT	PERCENT
People in poverty	27.0
Children under 18 years below poverty	49.4
People 65 years old and over below poverty	8.0
People 18 to 64 years below poverty	24.3

Nearly five (5%) percent of married-couple family households on the Reservation lived below the poverty line in 2020, compared to a little more than thirty-eight (38%) percent of female householders with no spouse present. Moreover, of the family households in poverty, ninety (90%) percent with related children of the householder under five (5) and between five (5) years and seventeen (17) years old were below the poverty level. (See Table S1702 American Community Survey, 2020).

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

According to the 2016-2020, nearly twenty-nine (29%) percent of households received assistance through the Supplemental Nutrition Assistance Program (SNAP). Sixty-one (61%) percent of the families that received SNAP had children under eighteen (18) years old, and fifty-six (56%) percent had one (1) or more people sixty (60) years and older. (See Table S2201 American Community Survey, 2020).

Education

With respect to the educational attainment of people on the Reservation, eighty-four (84%) percent of people twenty-five (25) years and over had a high school diploma or General Education Development (GED) diploma in 2020. Of those with a high school diploma or GED, almost twenty (20%) percent of the population had some college, eight (8%) percent had an Associate's degree, seven (7%) percent had a Bachelor's degree, and a little over one (1%) percent had a graduate or professional degree. Conversely, a little over sixteen (16%) percent of people twenty-five (25) years and older on the Reservation do not have a high school diploma or GED. (See Table S1502 American Community Survey, 2020).

EDUCATIONAL ATTAINMENT OF PEOPLE 25 YEARS AND OVER LIVING ON-RESERVATION	
2016-2020 American Community Survey 5-Year Estimates	
EDUCATIONAL ATTAINMENT	PERCENT
Less than a high school diploma	16.5
High school diploma or equivalency	47.7
Some college, no degree	19.7
Associate degree	8.4
Bachelor's degree	6.5
Graduate or professional degree	1.3

Concerning the educational attainment of people eighteen (18) to twenty-four (24) years living on the Reservation in 2020, a little more than sixty-four (64%) percent of people eighteen (18) to twenty-four (24) years had a high school diploma or GED. Of those individuals, a little more than thirteen (13%) percent had some college or an Associate's degree. Conversely, nearly thirty-six (36%) percent had less than a high school diploma or GED.

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

EDUCATIONAL ATTAINMENT OF PEOPLE 18-24 YEARS LIVING ON-RESERVATION	
2016-2020 American Community Survey 5-Year Estimates	
EDUCATIONAL ATTAINMENT	PERCENT
Less than high school diploma	35.6
High school diploma or equivalency	51.1
Some college or Associate's degree	13.1

The PITU Education Department plays a crucial role in supporting Paiute membership in attaining higher levels of education. In addition to managing the PITU Higher Education Scholarship Fund, the Education Department is the first stop for individuals interested in seeking information about vocational training, green energy internships, college and university admissions, and financial aid.

AREA ACADEMIC & VOCATIONAL INSTITUTIONS		
IN-STATE UNIVERSITY	IN-STATE COLLEGE & TECHNOLOGY	OUT-OF-STATE UNIVERSITY
Southern Utah University	Salt Lake Community College	University of Nevada
Utah State University	Snow College	Northern Arizona University
University of Utah	College of Eastern Utah	Haskell Indian Nations University
Utah Valley University	Utah College of Applied Technologies	Fort Lewis College
Brigham Young University	Southwest Technical College	Southwestern Indian Polytechnic Institute
Weber State University	Utah Technical College	San Juan College

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

CEDS SURVEY

When asked to consider existing economic, social, and environmental factors that *hinder* economic development on the Reservation, such as access to education, fifty-three (53%) percent of the 2022 CEDS Community Survey respondents “strongly agreed” such factors impact the Tribe’s economy. Similarly, ninety-seven (97%) percent of survey respondents “strongly agreed” or “agreed” that the Tribe should initiate, promote, and support activities needed to improve access to education on the Reservation and for off-Reservation members.¹

Survey results also show the overwhelming majority of respondents favor supporting a broad range of workforce development initiatives, programs, and activities to promote economic development. For instance, sixty-seven (67%) percent of survey respondents expressed that it is "extremely important" for the Tribe to support workforce development programs and the types of educational and training activities needed to employ more Tribal members in all industries, and twenty-three (23%) percent feel it is "important."

Concerning workforce development opportunities in energy-related industries, sixty-seven (67%) percent of respondents expressed that it is "extremely important" for the Tribe to support workforce development programs and the types of educational and training activities needed to employ more Tribal Members in energy-related industries, and twenty-three (23%) percent feel it is "important."

SERVICE AREA EDUCATIONAL ATTAINMENT

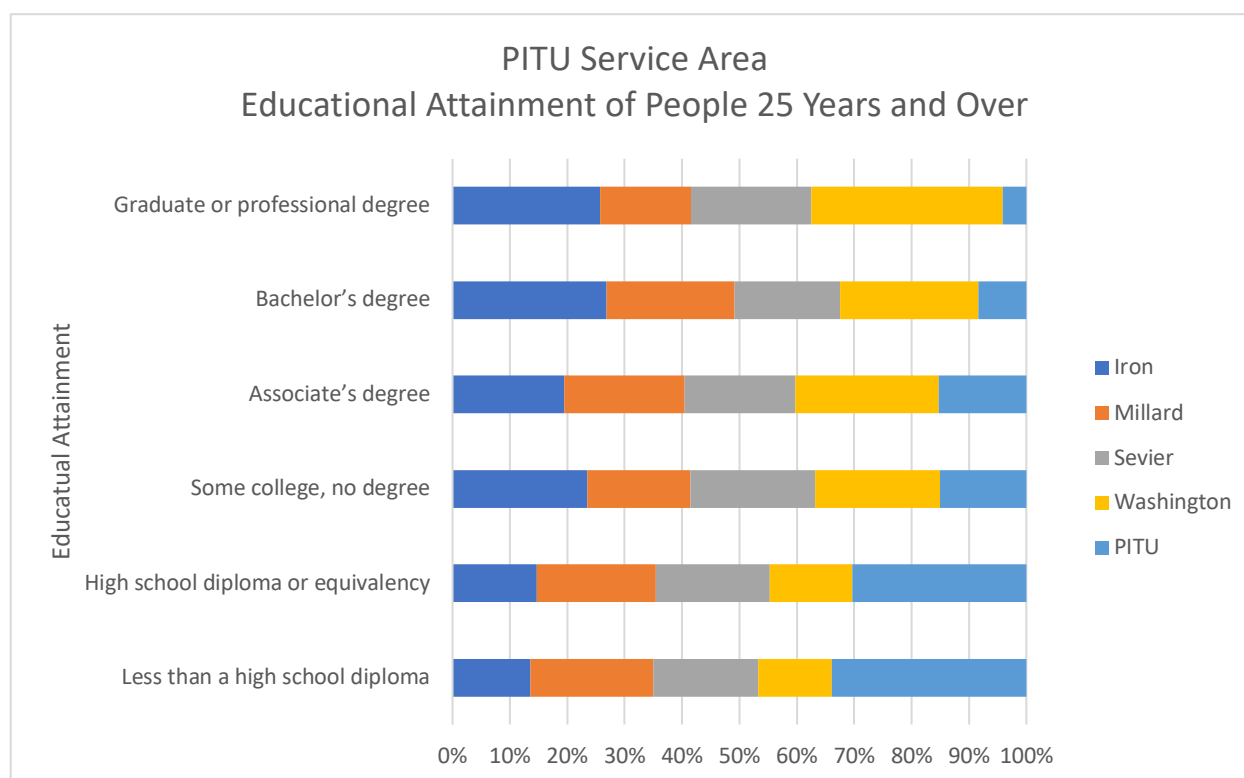
Census data shows clear disparities in educational attainment for individuals living on the Reservation compared to those living within the Tribe’s service area. For instance, nearly seventeen (17%) percent of those twenty-five (25) years and older living on the Reservation had less than a high school education. However, only six (6%) percent of adults twenty-five (25) years and older living in Washington County had less than a high school diploma. Seven (7%) percent of individuals twenty-five (25) years and older living on the Reservation in 2016-2020 had at least a bachelor’s degree, whereas nearly nineteen (19%) percent of individuals living in Washington County had a bachelor’s degree or higher.

¹ PITU Tribal members residing in PITU’s service area are eligible for Tribal education programs and services administered through the PITU Education Department.

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

OFF-RESERVATION SERVICE AREA					
EDUCATIONAL ATTAINMENT OF PEOPLE 25 YEARS AND OVER					
2016-2020 American Community Survey 5-Year Estimates					
EDUCATIONAL ATTAINMENT	IRON	MILLARD	SEVIER	WASHINGTON	PITU
Less than a high school diploma	6.60%	10.40%	8.90%	6.20%	16.50%
High School diploma or equivalency	23.10%	32.40%	31.20%	22.50%	47.70%
Some college, no degree	30.70%	23.40%	28.40%	28.50%	19.70%
Associate's degree	10.70%	11.50%	10.60%	13.70%	8.40%
Bachelor's degree	20.80%	17.30%	14.30%	18.70%	6.50%
Graduate or professional degree	8.10%	5%	6.60%	10.50%	1.30%



CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

With respect to the State of Utah, in 2016-2020, ninety-three (93%) percent of people twenty-five (25) years and over had at least graduated from high school and thirty-five (35%) percent had a bachelor's degree or higher. An estimated seven (7%) percent did not complete high school.

STATE OF UTAH	
EDUCATIONAL ATTAINMENT OF PEOPLE 25 YEARS AND OVER	
2016-2020 American Community Survey 5-Year Estimates	
EDUCATIONAL ATTAINMENT	PERCENT
Less than a high school diploma	7.0
High school diploma or equivalency	22.8
Some college, no degree	25.5
Associate's degree	10.0
Bachelor's degree	23.0
Graduate or professional degree	11.7

Home Internet & Computers

According to 2020 Census data, sixty-five (65%) percent of households on the Reservation had a broadband internet subscription in 2020. Sixty-one (61%) percent of households had a desktop or laptop computer, and forty-eight (48%) percent had a tablet or other portable wireless computer. (See Table S2801 American Community Survey, 2020).

In 2021, PITU provided iPads to all Tribal members eighteen (18) years and older, Chromebooks to member households with K12 students, and MacBook Air laptops to all college students. The PITU recognized the importance of providing households and students with the necessary equipment and devices to stay connected to the Tribe, to access virtual meetings, receive digital correspondence, receive health updates, access telehealth, access tribal programs, support distance learning and support and encourage continued social distancing efforts.

PITU is also strategically working to provide in ground fiber access to band areas to add accessibility to even faster and more stable broadband services. It is estimated that eighty (80%) percent to ninety (90%) percent of PITU households have at least one (1) connected device, access to at least two (2) broadband services, and the ability to apply for discounts.

CURRENT SOCIAL AND ECONOMIC CONDITIONS

Summary Background

Current options for broadband access on tribal lands last review in 2021

Kanosh: Centracom Fiber, Frontier Fiber

Richfield: Centracom Fiber, Century Link DSL

Cedar City: Infowest Wireless, SouthCentral Fiber, CenturyLink DSL, TDS Fiber/Cable

St. George: Infowest Wireless, CenturyLink Fiber, T-Mobile 5g, Viasat Sattelite, Ultra 5g

CEDS SURVEY

When surveyed for the 2022 CEDS, ninety (90%) percent of respondents expressed that the Tribe should initiate, promote, and support the activities needed to improve broadband communications on the Reservation.

GEOLOGY, CLIMATE, AND INFRASTRUCTURE

Summary Background

Geology

The geology in southwestern Utah is the meeting of the Mojave Desert, Great Basin, and Colorado Plateau. The topography is marked by high peaks, cliff sides, and canyons. The geology and topography of the Tribe's Reservation susceptible to flooding, wildfire, earthquakes, and landslides. Additionally, due to geographic positioning and shifts in weather patterns, the Reservation suffers from sustained drought conditions.²

Climate

Southwestern Utah's climate is classified as arid. This area experiences extremes in both temperature and precipitation. Weather data shows these extremes have increased in the last ten (10) years. It is likely that a deeper examination of weather data would show even greater variables in what were "typically" wet or dry periods. Extreme heat is damaging to soil conditions, water supplies, and to the health and wellness of the human population. While extremes in precipitation can be equally damaging, it brings additional risk elements such as landslides, damage to infrastructure, including roadways, and water and wastewater systems.

WEATHER DATA FOR CEDAR CITY, UTAH ³ 2000-2022												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Mean low temperature	5	8	16	23	30	39	55	52	37	25	12	5
Mean high temperature	57	60	69	76	85	93	96	93	89	79	69	59
Total Precipitation	0.76	1.05	1.29	1.03	0.97	0.39	1.31	1.18	0.73	1.48	0.77	1.25
Total snowfall	8.7	11.1	10.8	4.7	1.1	0.0	0.0	0.0	0.0	1.5	5.5	12.1

² Additional information on the drought conditions in the American Southwest may be accessed at <https://www.drought.gov/news/new-noaa-report-exceptional-southwest-drought-exacerbated-human-caused-warming>.

³ National Oceanic and Atmospheric Administration. Accessed at <https://xmacis.rcc-acis.org/>.

GEOLOGY, CLIMATE, AND INFRASTRUCTURE

Summary Background

Infrastructure

The Tribe's Reservation lands support a range of infrastructure assets necessary for the economy and public health and safety. The Tribe does not have formally adopted building codes. The PITU does, however, utilize construction best practices to construct community facilities. Where applicable, the PITU closely adheres to building standards required by funding sources.

According to the 2011 Paiute Indian Tribe of Utah Long Range Transportation Plan, the PITU provides overall road maintenance and supports water management for the Tribe and its constituent Bands.⁴

The Tribe is responsible for the operations and maintenance of the following facilities:

1. Tribal Administration Building (Cedar City, UT)
2. Youth and Senior Center (Cedar City, UT)
3. Maintenance Shop (Cedar City, UT)
4. Metal Storage Building (Cedar City, UT)
5. Paiute Play Park (Cedar City, UT)
6. Pow-Wow Restrooms (Cedar City, UT)
7. FourPoints Health Community Health Center – Cedar City (Cedar City, UT)
8. FourPoints Health Community Health Center – Kanosh (Kanosh, UT)
9. FourPoints Health Community Health Center - Richfield (Richfield, UT)
10. FourPoints Health Community Health Center - Shivwits (Ivins, UT)
11. FourPoints Health Community Health Center - St. George (St. George, UT)
12. Koosharem Community Health Center (Richfield, UT)

⁴ Long Range Transportation Plan Final Report, Paiute Indian Tribe of Utah (March 2011). Prepared by Red Plains Professional, Inc.

GEOLOGY, CLIMATE, AND INFRASTRUCTURE

Summary Background

Band infrastructure includes the following facilities:

Cedar Band:

1. Cedar Band Community Building
2. Band managed water system on reservation
3. Provides water to the residential homes on the reservation and the Band C-Store
4. Cedar Band Travel Plaza
5. Cedar Band Play Park

Indian Peaks Band:

1. Band managed water system on reservation
2. Provides water to the Band's RV Park
3. Indian Peaks RV Park
4. Utilities including Electrical, septic, and fire hydrants

Kanosh Band:

1. Kanosh Band Community Building
2. Band managed water system on reservation
3. Provides water to residential homes, the community building, and the Kanosh Community Health Center located on the reservation
4. K-Rez C-Store
5. K-Rez C-Store Well & Well House
6. Old Red Building in Kanosh (vacant)
7. Kanosh Play Park

GEOLOGY, CLIMATE, AND INFRASTRUCTURE

Summary Background

Koosharem Band:

1. Koosharem Band Community Building
2. RV Park
3. RV Park Well & Well House
4. Koosharem Play Park

Shivwits Band:

1. Shivwits Band Community Building
2. Shivwits Band Gym
3. Shivwits Convenience Store
4. Shivwits Cemetery
5. Shivwits Manufacturing Facilities (vacant)
6. Shivwits Play Park
7. Shivwits Soccer Field
8. RV & Parking Lot



FACTORS THAT AFFECT REGIONAL ECONOMIC PERFORMANCE

Summary Background

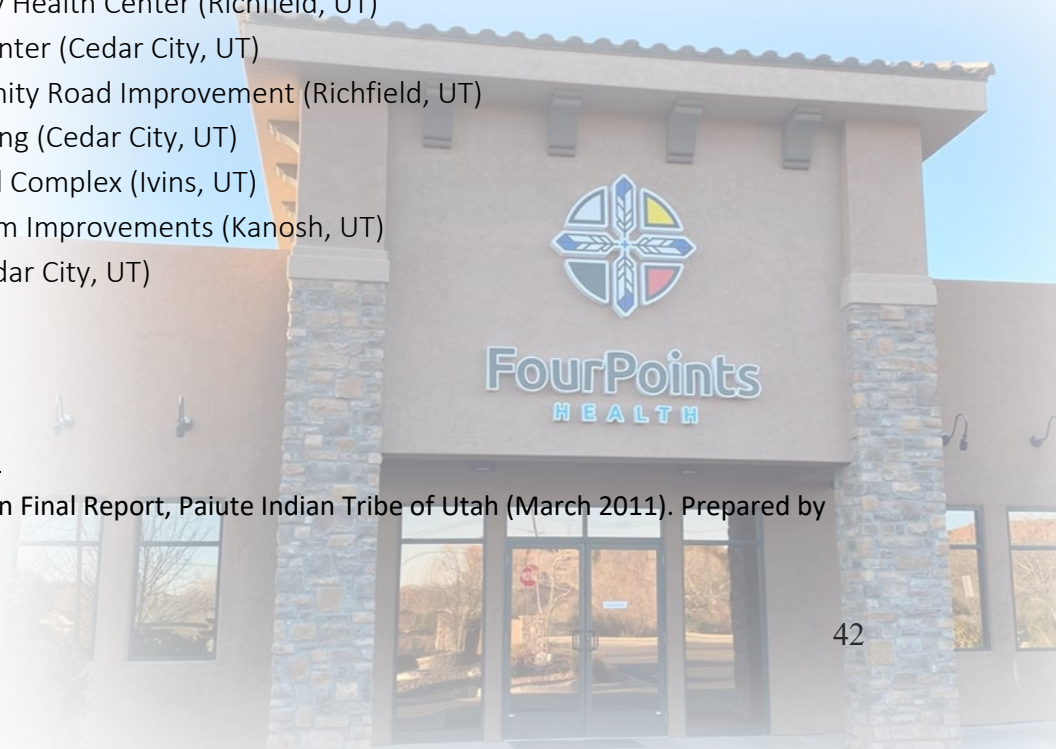
The primary economic development asset of the PITU is the Tribe's Economic Development Fund. This fund was established on February 17, 1984 by Public Law 98-219 as an irrevocable trust fund. One-half of the principal of the interest is designated for economic development and the other half is designated to support the Tribal government. Tribal leaders expressed an interest in making sound investments with the interest earned from this fund and other Tribal assets during stakeholder meetings held in the development of this plan.

Reservation land is an enormous asset for the Tribe. However, most lands are unsuitable for scaled development needed to generate investment and strengthen local and regional economies. This is primarily because only forty-nine (49) acres of the 33,000 acres of Tribal reservation are PITU trust lands.⁵ The remaining lands are considered Band trust land and are independently controlled and managed by the constituent Bands. Economic development projects requiring land, must be accomplished by utilizing current Tribal lands or through the purchase of private lands.

Some of the developments important for the PITU economy and wellbeing include:

1. Kanosh K-Rez C-Store (Cove Fort, UT)
2. Safety Pedestrian Trail in Shivwits (Ivins, UT)
3. Maintenance Shop (Cedar City, UT)
4. Cedar Band Travel Plaza (Hamilton Fort, UT)
5. Richfield Community Health Center (Richfield, UT)
6. Youth and Senior Center (Cedar City, UT)
7. Koosharem Community Road Improvement (Richfield, UT)
8. Metal Storage Building (Cedar City, UT)
9. Shivwits Soccer Field Complex (Ivins, UT)
10. Kanosh Water System Improvements (Kanosh, UT)
11. Paiute Play Park (Cedar City, UT)

⁵ Long Range Transportation Plan Final Report, Paiute Indian Tribe of Utah (March 2011). Prepared by Red Plains Professional, Inc.



FACTORS THAT AFFECT REGIONAL ECONOMIC PERFORMANCE

Summary Background

With respect to climate and geographic conditions and associated effects on economic performance, drought has the potential to disrupt the economy in the immediate, short, and long-term. Tourism is an important economic driver for the area. Studies indicate that drought conditions have the potential to impact tourism in the southwest desert, including on Reservation lands. The 2011 PITU Long Range Transportation Plan Report cited a Colorado study that found visitors may choose other outdoor recreation locations if they feel that there is a risk of wildfire or that conditions will be impacted by drought, such as low water levels in lakes, reservoirs, or rivers.

Reduction in tourism may impact local economies, especially those reliant on tourism and associated industries. Several of the constituent Bands are near recreation areas and local RV parks, gas stations, and other amenities owned by the Bands may be impacted by drought and other effects of climate change. Hot and dry drought conditions can also impact crops, livestock and wildlife, further impacting the economic performance throughout the Tribe's Reservation lands.

SWOT

Economic Strategy

The SWOT analysis is an evaluation of the Tribe's strengths, weaknesses, opportunities, and threats. The intent of identifying the strengths and weaknesses is to reflect on the current economic condition of the Tribe. The purpose of naming strengths and opportunities is to better understand strengths and capacities and to begin to identify areas of competitive advantages for the Tribe.

Strenghts

- Experienced leadership
- Access to education
- The People (Tribe)
- Land and infrastructure
- Strong technical and skilled staff

Weaknesses

- Loss of culture
- Limited unrestricted funds
- Limted resources
- Too contract and grant dependent
- Insufficient and/or outdated processes



- Education
- Economic development (business development opportunities, taxation, etc.)
- Land development
- Language and culture preservation
- Access to federal, state, and ohter grants and economic development education

Oportunities

Threats

- Loss of Paiute language and culture
- Water
- Climate change
- Qualified labor
- Dependance on others (partners, funding agencies, etc.)
- Access to affordable housing

ISSUES, CHALLENGES, OPPORTUNITIES AND STRATEGIES

Economic Strategy

Issues and Challenges

Loss of language and culture. Loss of language and culture is a concern for Tribal leaders and membership. The fear is that loss of language will lead to loss in individual and family connectedness to the community. The Tribe is heavily focused on caring for the PITU membership and strives to provide equal access to community and cultural resources.

Land and resources. The PITU's land base is a fraction of what it once was. Although the PITU's current land base is strategically located, developable land is limited due to compromised soil quality, topography, utility infrastructure, and general access. Water availability on tribal lands is a concern for future development opportunities.

Workforce. Based on community input, there is a need for increased training and education leading to job placement and job growth. Ensuring that Tribal Members are enrolling in higher education programs and earning the training and credentials needed to gain better employment is a challenge for the Tribe. The PITU is focused on developing strategies to maximize internal talent and leverage existing relationships with non-Tribal institutions to increase workforce development and training to support this initiative.

Housing availability and affordability. Access to affordable and quality housing in and around our communities is an extraordinary challenge for Tribal Members, their families, and Tribal employees. Limited housing inventory, financing requirements, and housing restrictions put added pressure on an already stressed housing market. Finding quality and affordable housing is especially challenging for moderate income earners who exceed the low-income housing threshold but still do not earn enough to afford even a modest home.

Limited revenue streams. While the PITU has strong community programs, and services, the Tribe lacks entities that generate for-profit revenues. The PITU aspires to initiate investment strategies to safeguard and grow current funds.

ISSUES, CHALLENGES, OPPORTUNITIES AND STRATEGIES

Economic Strategy

Opportunities and Strengths

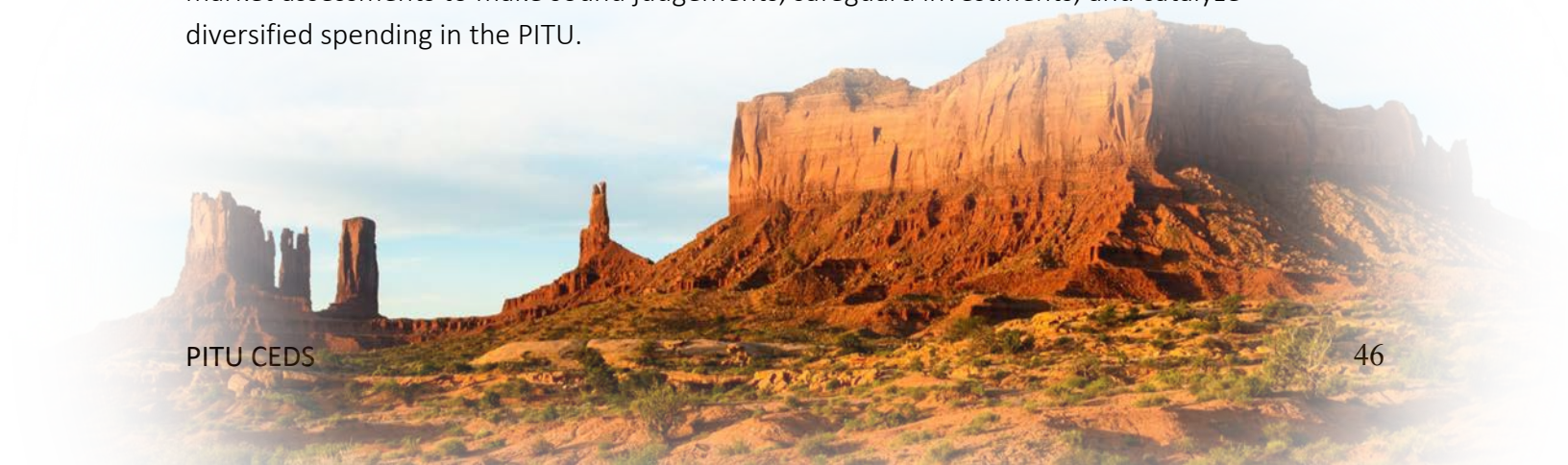
Workforce development and human resources. The PITU celebrates its strong leadership and highly knowledgeable, skilled, and enthusiastic staff. The Tribe looks to leverage these qualities by continuing to foster partnerships with area universities and other institutions of higher learning. Additionally, the PITU desires to partner with federal agencies and programs to access technical assistance and training opportunities on a range of topics in the areas of agriculture, energy, business, and healthcare.

Tribal enterprises. The PITU has expressed interest in pursuing promising business ventures. Tribal leaders and managers named entrepreneurial opportunities in tourism, hospitality, information technology, e-commerce, real estate, commercial agriculture, and agriculture products.

Geographic Positioning. The PITU and its Constituent Bands are strategically positioned around highways, railways, and airways. The positioning is desirable for the movement of people, goods, and services. Although the Tribe's land-base is limited, infrastructure such as broadband, creates opportunities for e-commerce. Likewise, the PITU's proximity to National and State Parks and other tourist attractions present a broad range of economic development opportunities for the PITU and its Constituent Bands.

Culture, People and Sovereignty. The Paiute people, culture, and traditions are extraordinary assets that will only increase in value. The PITU is committed to protecting these assets to ensure its language, culture, history, and traditions are preserved.

External Funding and Assistance. The PITU desires to access traditional and non-traditional funding and technical assistance opportunities for planning, training, resource utilization, and market assessments to make sound judgements, safeguard investments, and catalyze diversified spending in the PITU.



STRATEGIC ACTION PLAN

Economic Strategy

PITU Mission

“To become a secure more unified Tribe through stronger family units with cultural and spiritual traditions, education and economic development which will lead to self-sufficiency, self- determination and empowerment to control our future and destiny.”

GOAL 1. GROW WORKFORCE CAPACITIES, KNOWLEDGE AND SKILLSETS IN THE AREAS OF BUSINESS, HEALTHCARE, ENERGY, AND AGRICULTURE.

Objective 1. Develop a workforce strategy.

Milestone 1: Prepare a workforce strategy for the immediate, short, and long- term. In doing so, consider how to best utilize existing resources, leverage regional partners, and accommodate housing and other infrastructure needs.

Objective 2. Continue to grow partnerships with area universities and other institutions of higher learning to support a system of continuous learning and skill building for workers across sectors.

Milestone 1: Initiate partnerships and opportunities with area universities and trade schools to support workers at multiple career points.

Milestone 2: Continue to support the PITU Education Department and grow the Tribal scholarship program.

RESPONSIBLE PARTY: PITU

STRATEGIC ACTION PLAN

Economic Strategy

GOAL 2. USE EDUCATION AS A CATALYST TO GENERATE TRIBAL AND PRIVATE REVENUES, CULTIVATE A STRONGER COMMUNITY, AND PROMOTE ENTREPRENEURSHIP AND A DIVERSIFIED ECONOMY.

Objective 1. Increase entrepreneurship for the Tribe and its members.

Milestone 1: Initiate partnerships with local Small Business Development Centers, procurement and technical assistant resources, and community clubs to increase knowledge about business development and growth opportunities.

Objective 2. PITU will promote and highlight small business owners and entrepreneurs within the tribal membership.

RESPONSIBLE PARTY: PITU

GOAL 3. GAIN A CLEAR UNDERSTANDING OF LAND AND RESOURCE CONDITIONS, QUALITIES, AND FEASIBILITY FOR THE PURPOSE OF EVALUATING THE HIGHEST, BEST USE, AND WAYS TO OPTIMIZE LAND USE.

Objective 1. Develop a comprehensive land use plan with corresponding soil, water, and utilities study.

Objective 2. Conduct an in-depth market study, for business opportunities on tribal lands.

RESPONSIBLE PARTY: PITU



STRATEGIC ACTION PLAN

Economic Strategy

GOAL 4. MAXIMIZE TRIBAL DOLLARS.

Objective 1. Leverage federal and non-traditional funding sources and technical assistance to achieve goals.

Milestone 1: Look for grants and other funding opportunities that align with this CEDS plan, and any future land use plans and other Tribal planning documents. Refer to these documents when responding to the funding announcement.

RESPONSIBLE PARTY: PITU

GOAL 5. CONTINUE TO PROVIDE SUPERIOR SERVICES AND PROGRAMS TO THE PITU MEMBERSHIP AND COMMUNITY MEMBERS.

Objective 1. Continue to invest in Tribal health, education, family services, youth programs, elder programs, environmental programs, and cultural preservation.

RESPONSIBLE PARTY: PITU



COMMUNITY ECONOMIC RESILIENCY

Economic Strategy

Community resiliency refers to the sustained ability of a community to use available resources, including energy, technology, communication, transportation, and food, to respond to, withstand, and recover from adverse situations. Resiliency allows for improved adaptation and growth before, during and after natural, human, and technological disasters. Economic resiliency is similar to community resiliency in that it describes the ability to prevent, withstand and quickly recover from major disruptions to the economic base. Disruptions include economic downturns or other significant events which impact demand for local goods and consumer spending.

It is paramount that the PITU and its Constituent Bands acquire the resources needed to catalyze Tribal and non-Tribal investments and position themselves more competitively across all economic sectors to protect the Tribe's economy against climate change, natural disasters, and economic downturn. The Tribe is determined to succeed. The PITU 2011 Long Range Transportation Plan report explains that the history of the PITU is unique and demonstrates the Tribe's resiliency and determination to do what is best for its people. The Tribe has faced numerous obstacles and setbacks but is resolute to strengthen its sovereignty, its ability to self-govern and strengthen its capacity to perpetuate its culture, traditions, and values for the generations to come. The Tribe is not content to merely survive, it is our goal to thrive, and control the Tribe's future and destiny.

The PITU has taken the following measures to strengthen Tribal resiliency:

INCREASED EFFICIENCY OF TRIBAL OPERATIONS.

- ⇒ Emphasis on efficiency and effective utilization of funds, consolidation of operations, increased financial management, business minded led strategies, investment in internal infrastructure, streamlining processes, increasing accountability and expectations.
- ⇒ Improvements in information technology (website, communication, social media, cloud-based systems, servers, security, back-ups, etc.).

INCREASED FACILITY IMPROVEMENTS AND UTILIZATION.

- ⇒ Road, water system, and water utilization improvements and improvements made through renovated facilities.
- ⇒ Increased infrastructure improvement (roads, communication, etc.).

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INCREASED UTILIZATION AND PROTECTION OF TRIBAL WATER RIGHTS.

- ⇒ Increasing use of water, purchasing new water rights, and safeguarding water throughout all Tribal lands.

INCREASED ACCESS TO MEDICAL CARE

- ⇒ The Tribe employs professional medical staff trained in general and family medicine. Although medical staff is not equipped to provide emergency services, they support tribal members following a disaster. These employees also distribute life-saving medicines and administer immunizations.

INCREASED PROTECTION AGAINST NATURAL HAZARDS AND PANDEMICS

- ⇒ The Tribe has a current Health Emergency Operations Plan which is updated on a regular basis. The PITU continues to monitor COVID-19 and the health of the community and the work environment. The PITU continues to do all possible to protect the employees and to keep the workplace clean and sanitary. It is nearly impossible to control, contain, or prevent the exposure of COVID-19 outside the workplace, however, the Tribe continues to address cases of COVID-19 in the workplace.
- ⇒ The Tribe has an approved Natural Hazard Mitigation Plan, which represents the Tribe's commitment to protecting people and property by addressing risks to natural hazards. The multi-jurisdictional plan promotes collaboration among a region, which often share impacts of an event and are exposed to similar hazards. Mitigation actions can support communities in spending less on response and recovery from a hazard by lowering the overall risks and vulnerabilities. The Tribe supports the plan by coordinating with jurisdictions, collecting and analyzing data, and reviewing the plan with internal teams and the public.

INCREASED EMERGENCY OPERATIONS

- ⇒ The Emergency Manager is responsible for identifying and addressing current emergency gaps, developing and/or improving the Tribe's Emergency Operations Plan (EOP), Hazard Mitigation Plan, and collaborating closely with Federal, State, and local emergency management to provide for the safety and protection of the people and property during disaster or emergency situations. The Emergency Manager coordinates and collaborates response efforts with the Paiute Tribe Emergency Response Team (TERT) and with community, state, and federal partners.

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Economic Strategy

INCREASED EMERGENCY OPERATIONS CONTINUED

- ⇒ TERT plans, prepares, and coordinates the response to emergencies affecting Tribal lands. TERT work group consists of Emergency Managers from each constituent Band. Band Emergency Managers (EM) are elected by each Band every four years and are key components of the Tribe's emergency preparedness framework. Band EMs are charged with cultivating positive relationships with response partners, particularly city and county offices that support the Tribe with life-saving services such as police, fire, ambulance, and emergency medical care. They are also encouraged to participate in emergency management training and exercises, promote preparedness in their communities, support band members during disaster, and keep tribal leaders informed.



PERFORMANCE MEASURES AND EVALUATION FRAMEWORK IMPLEMENTATION

PITU CEDS PERFORMANCE MEASURES AND EVALUATION FRAMEWORK				
	Measure	Outcome	Expected Result	Satisfactory Performance
GOAL 1	1-3 new partnerships created by 09/30/2025.	Expanded network	Added private and federal investment.	⇒ Documented attempts to establish new relationships and improve upon existing relationships with area universities and other entities. ⇒ Other data and information showing the process or success of stakeholder engagement.
	Measured growth in the Tribal Scholarship Program through increased funds and students served.	Improved educational attainment and income security.	Larger pool of qualified applicants to fill Tribal and local jobs.	⇒ Documented information showing the process or success of attempts to grow the Tribal Scholarship Program.
GOAL 2	1 new partnership created with the purpose of improving access to entrepreneurial resources for Tribal Members.	Improved relationship with the small business community.	Expanded knowledge about business development opportunities in the PITU service area.	⇒ Documented information and data showing the process or success of partnerships.
	Interview and showcase at least 2 aspiring or actual entrepreneurs living in PITU's service area.	Celebration of Tribal Members who aspire to contribute to the local economy through business ownership and job creation.	Increased enthusiasm for entrepreneurship.	⇒ 2 interviews posted on the PITU website.
GOAL 3	Land use plan/master plan draft for PITU Tribal lands completed by 09/30/2025.	Formal land use plan/master plan to guide future development on PITU Tribal lands.	Increased investment in PITU projects and streamlined decision-making.	⇒ Documented attempts at creating a plan and/or adoption of a final plan.

PERFORMANCE MEASURES AND EVALUATION FRAMEWORK IMPLEMENTATION

PITU CEDS PERFORMANCE MEASURES AND EVALUATION FRAMEWORK				
	Measure	Outcome	Expected Result	Satisfactory Performance
GOAL 4	Successful award of 3 grants that align to this CEDS by 09/30/2025.	Additional funds and technical assistance to plan for and implement initiatives and projects that move the PITU closer to its goals.	Tangible project deliverables and improved knowledge that serve as a steppingstone toward meeting larger goals.	⇒ Documented information and data showing grant proposals made to federal and state agencies. ⇒ Successful grant applications and management that leads to meaningful deliverables.
	Quantifiable evidence of added or expanded programs and services.	Meet the needs of Tribal members living within the PITU service area to a greater extent.	Improved health and wellbeing of individuals and their families.	⇒ Documented information and data showing the process or success of programs through customer satisfaction surveys, and other measured results.
GOAL 5	Quantifiable evidence of customer satisfaction.	Quality care and customer service.		